

Engagement Survey Training

Module #1: Survey Basics

This module was built *for...*

- ✓ New HR business Partners
- ✓ New leaders
- ✓ Anyone new to the survey cycle and process
- ✓ Anyone looking to get a quick refresher on key terms and survey basics



Our Agenda



What we'll cover

- ✓ Northwell's team member engagement strategy
- ✓ Ways we listen and understand our team members' experiences
- ✓ Why we conduct an annual survey
- ✓ The survey process
- ✓ What we ask and confidentiality of reporting
- ✓ Key terms and definitions (so you can understand and share your results)
- ✓ How we look at our data, and what kinds of reports you can access
- ✓ Contacts and additional resources for you

We support the mission of Northwell Health

Our *Mission*

To improve the health and quality of life for the people and communities we serve, by providing world-class service and patient-centred care



Our *Vision*

To deliver a world-renowned team member experience, driving a culture of innovation, inclusivity and well-being to empower our employees to redefine the future of health care

We'll deliver through four *strategic focus areas*



Listening

We lead with curiosity and we are always listening to each other. Together, we leverage our collective voice to co-create the best work experience.



Growth & Empowerment

We are partners in influencing change and decision making. All team members feel psychologically safe and are empowered to contribute what is needed to achieve our mission.



Well-being

Together we focus on the total well-being of our team members, we create a humane and inclusive environment, where we are all better for working here.



Lifelong Affinity and Connectivity

Team members are lifelong Northwell Health champions, both internally and externally. We are proud to work at Northwell. We recommend Northwell as the best place to work and receive care.

The background is a solid dark blue. On the right side, there are three overlapping, semi-transparent, lighter blue geometric shapes: a large rounded rectangle, a medium rounded rectangle, and a small rounded rectangle, all with rounded corners and a diagonal line running from the top-left to the bottom-right.

Ways we listen

We are always...

Frequent 1:1 sessions lay the foundation of trust to create meaningful two-way dialogue. Can't meet in person? Leverage technology like text, FaceTime and/or Microsoft teams.

Social media like Facebook, Instagram, and LinkedIn, provides insight into pride, reactions to programs, and may even reveal an opportunity to help a team member in real time.



The survey process



Communication Campaign



Survey Administration



Results Shared



Improvement Planning

Cycle repeats

Campaign to review responses to last year's feedback

Encourage participation through communication campaign

Team members get invitation w/ link to survey via email, ~2 weeks to complete

Press Ganey portal access and training for leaders becomes available via email

Leaders review and share data with their teams

Leaders and team members choose items to work on and create an improvement plan

Leaders check in quarterly with their teams to track progress on improvements

Why we survey



1. Give our team members a voice
2. Tell us how we can improve the experience for our teams
3. Benchmarking against other healthcare employers
4. Be recognized as a best place to work
5. Win the war on talent- attract and retain
6. Cultivates innovation, searching for ways to do things better
7. More discretionary effort, better quality and financial outcomes



Defining Engagement

Engagement is not about “employees being happy”

Engagement is about...



**Feelings of Pride
& Satisfaction**

- I am proud to tell people I work for this entity.
- Overall, I am a satisfied employee.
- I would like to be working at this entity three years from now.
- I would stay with this entity if offered a similar position elsewhere.
- I would recommend this entity as a good place to work.
- I would recommend this entity to family and friends who need care.



**Talent Retention
& Attraction**



**Recommending
Northwell**

What we ask about...

Find a full list of survey items on our webpage



Leadership



Diversity, inclusion and equity



Affinity and pride



Communication



Empowerment and involvement in decisions



Recognition



Career Experience



Culture of safety and perceptions of care delivered



Wellbeing



Teamwork

Rating Scale for questions:

1-strongly disagree 2-disagree 3-neither agree nor disagree 4-agree 5-strongly agree

What we preload...

Find a list of demographics on our webpage

Work location

Tenure

Department/Unit
to connect to
leader/team

Shift

Generation

Position Type (RN,
Manager, Clerical)

Race

Gender

Employment Status-
PT FT Perdiem LOA

Confidentiality

- Team member information is prepared by the Experience Strategy team and sent to Press Ganey in an encrypted file
- Press Ganey sends the survey to our team members
- Press Ganey uses the universal ID for team members to tie their results back to the proper location and department
- ONLY the aggregate or average of those department scores with 5 responses or more produce reports in the portal
- Press Ganey NEVER reveals the identity of individual responses or team members

Scoring and Available Data Points



Score

- Average of responses
- 1-5 Agree scale
 1. Strongly Disagree
 2. Disagree
 3. Neutral
 4. Agree
 5. Strongly Agree



Percent

Percentage of employees who select the specific ratings:

- % Favorable:
Agree & Strongly Agree
- % Unfavorable:
Disagree & Strongly Disagree



Percentile Rank

The percentage of organizations that we score better than is our percentile rank

- National Benchmark
- New York State Benchmark
- Nursing National Benchmark
- Physician National Benchmark
- Research National Benchmark
- Children's National Benchmark



Comments

Verbatim team members comments from open ended questions about how to make Northwell a better place.

Key Terms



Employee and Physician Engagement Glossary of Terms

Following are common terms you will see as you navigate the Press Ganey Workforce and Engagement Solution.

Engagement Terms and Definitions

Term	Definition
Benchmark/Norm	The average score of the respective comparison group. An organization's survey results are compared to benchmarks/norms to see if the scores are above or below the national average for similar groups of employees or physicians.
Concerns	Identified through the application of an algorithm that considers performance score, Percent (%) Unfavorable, and negative difference from a designated National Benchmark. Note: The Percent (%) Unfavorable calculation is comprised of Disagree (2) and Strongly Disagree (1) survey item responses on the 5-point Likert Scale.
Demographic	Characteristics of your survey population (employees or physicians) which may come from the data an organization provides to Press Ganey or questions answered on the survey.
Distribution	Proportion of responses that are Favorable, Neutral, and Unfavorable for a given item. The Favorable category includes Strongly Agree (5) and Agree (4) responses, the Neutral category includes Neutral (3) responses, and the Unfavorable category includes Disagree (2) and Strongly Disagree (1) responses.
Domain	Broad levels by which the survey items are grouped.
Employee Domain	These items measure the degree to which employees feel connected to their colleagues and jobs.
Engagement Indicator	Composite metric of six (6) items that measure employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction. This score is considered Press Ganey's primary outcome metric.
Hierarchy	Ways of organizing and grouping respondents.
Leader Index	Measures how well-prepared a work group leader is to manage a work group through activities that support improvement and positive outcomes. This key metric provides insight into leader-employee relationships by measuring trust, respect, communication skills and openness to discussing issues and solutions. This score is presented on a 100-point scale.
Manager Domain	These items measure the degree to which employees feel connected to the person they report to, typically a supervisor or manager.
Metric	A grouping of survey items that measures a specific outcome (i.e. desired changes in behaviors/attitudes). This includes Engagement, Alignment, Leader Index, and Team Index. These metrics are most commonly used to track overall improvement for a group.
Module	Collection of items added to the core Employee and Physician survey designed to gather information on additional workforce concerns. Examples include Nursing, Safety Culture, and Resilience.



Organization Domain	These items measure the degree to which employees feel connected to the overall organization. This Domain relates to broader perceptions about organizational culture.
Power Item Score	Average score of 15 items on the Employee survey representative of all 3 domains that most powerfully drive engagement at the national level. The power item score drives the Team Index designation for each work unit.
Resilience Index	Measures the ability of employees and physicians to recover and remain engaged even in challenging work circumstances, providing an early warning system for burnout. The index is divided into two themes: Activation and Decompression. Activation items focus on finding meaning in the work and focusing on patients/clients as individuals. Decompression items focus on employees' ability to disconnect from work.
Response Rate	Rate of return of participant survey responses. Calculated by dividing the number of surveys returned from the total number invited and multiplying by 100.
Safety Culture Index	The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that impact the commitment and ability to provide a safe environment for employees, physicians and patients.
Score	The mean (average) of responses for a specific survey item or grouping of items.
Strengths	Identified through the application of an algorithm that considers performance score, Percent (%) Favorable, and positive difference from a designated national benchmark. Note: The Percent (%) Favorable calculation is comprised of Agree (4) and Strongly Agree (5) survey item responses on the 5-point Likert Scale.
Team Index	Measures the level of team functioning and viability. Scores in this index indicate the level of support needed to effectively drive improvement and positive outcomes.
Themes	Topics of interest within the survey that make up a common theme. Some examples include work-life balance, fair compensation, leadership, coworker relations and job-person match.
Work Unit/Report Group	Group of employees that report to a common manager.

View these key terms on our webpage

Tier Score is now *Team Index*



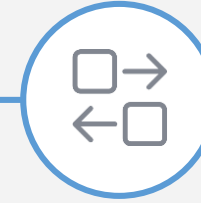
What is the purpose of the Team Index?

Score the teams' feelings towards basic aspects of a good work environment



What is this Index made of?

14 questions regarding the leader, organization, team, and day-to-day work (as in past)



Why the update?

More accurately reflect the teams' perception and experience towards the environment

Tier Score	Team Index	Power Item Score
Tier 1	Team Index 1	4.15 or greater
Tier 2	Team Index 2	3.80 to 4.14
Tier 3	Team Index 3	3.79 and below

These 14 questions are known as **Power Items**, which have strongest link to engagement in Press Ganey's database

Accountability of the Team Index remains on the leaders of these teams (as in past)

Power Items for *Team Index*

Item	Domain
My work unit works well together.	EMP
My job makes good use of my skills and abilities.	EMP
I like the work I do.	EMP
Different work units work well together in this organization.	ORG
This organization conducts business in an ethical manner.	ORG
This organization provides high-quality care and service.	ORG
This organization supports me in balancing my work life and personal life.	ORG
This organization treats employees with respect.	ORG
This organization provides career development opportunities.	ORG
I am satisfied with the recognition I receive for doing a good job.	MGR
I am involved in decisions that affect my work.	MGR
I respect the abilities of the person to whom I report.	MGR
The person I report to is a good communicator.	MGR
The person I report to treats me with respect.	MGR

Action Plan Readiness is now *Leader Index*



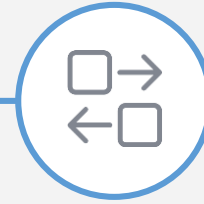
What is the purpose of the Leader Index?

Reflect the interpersonal connection team members have with the leader



What is this Index made of?

4 questions that measure interpersonal relationship between leader and team



Why the update?

More easily understand what the Index reflects

APR	Leader Index	Leader Index Score
High	High	Above 90
Moderately High	Moderately High	81 to 90
Moderate	Moderate	71 to 80
Moderately Low	Moderately Low	60 to 70
Low	Low	Below 60

- Leader Index scored from 0-100 (as in past)
- Leader Index used to understand likelihood of success in a leader having a conversation with team to understand and drive engagement

Items for Leader Index

Item
The person I report to treats me with respect.
I respect the abilities of the person to whom I report.
The person I report to is a good communicator.
I am involved in decisions that affect my work.

Available *reports*

*Watch these quick
tutorials on our webpage*

- ✓ **Module #2** Custom session for HRBPs
- ✓ **Module #3** Improvement Planning
- ✓ **Module #4** How to log in to the portal and troubleshooting common access issues
- ✓ **Module #5** How to see a summary of your results (**snapshot report**)
- ✓ **Module #6** How to see **how each question scored** (% favorable and percentile rank and history)
- ✓ **Module #7** How to look at **questions by domain/topic** (e.g., Engagement Indicator, culture of safety)
- ✓ **Module #8** How to view your **strengths** and **concerns**
- ✓ **Module #9** Viewing results and Team Index for your **direct reports vs. multiple teams** that report up to you
- ✓ **Module #10** How to enter your **improvement plans** into the Press Ganey portal
- ✓ **Module #11** Advanced reporting ([for HRBPs and leaders of leaders](#)) (by department/unit/practice/service line, position, shift)
- ✓ **Module #12** How to view improvement plan submissions for your entity and pull completion reports ([for HRBPs](#))

We are here to support you!



May Wasilewski

May is the Workforce Engagement Survey lead focusing on project management, survey design, reporting, and vendor partnership.

Email:
mwasilewsk@northwell.edu
Phone: (516) 865-0689



Jackie McCarthy

Jackie supports the execution of the team member engagement strategy through experience design, training and education and engaging communications.

Email:
jmccarth@northwell.edu
Phone: (718) 290-6893



Giuseppe Colletti

Joe is the lead on org mapping, data and analysis for the Workforce Engagement Survey.

Email:
GColletti1@northwell.edu
Phone: (516) 865-0692



Kelly Lawton

Kelly supports experience design through planning, engaging content and communications development and training and education.

Email:
klawton@northwell.edu
Phone: (516) 368-5684